Prince Edward Island
Public Service Commission

Annual Report
2014 - 2015

HR Excellence in Public Service

Prince Edward Island
CANADA

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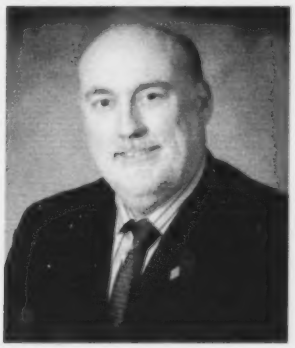
Message from the Chief Executive Officer



Minister Roach and Mr. Carl Lafford, Chair of the Public Service Commission

It is my pleasure to provide you with the 2014-2015 annual report for the Public Service Commission of Prince Edward Island. As the corporate agency responsible for human resource leadership, management and administration, the staff have once again demonstrated commitment to public service and to the delivery of quality human resource services.

Throughout this year the employees of the Public Service Commission continued to provide a full suite of human resources services in the areas of: recruitment, staffing, classification, French language services, organization development, learning and development, diversity management, labour relations, human resources management, payroll administration and human resources information management.

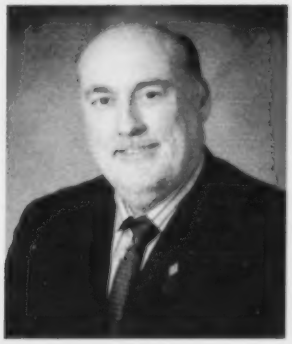
Along with this full range of human resources services, the Public Service Commission launched its *Business and Human Resource Plan (2015 – 2017)* following significant consultation with clients and employees. This year's annual report marks the transition to reporting on the Business Plan's stated goals, strategies and results as measured by progress indicators and qualitative information. This approach provides greater accountability while still allowing flexibility and responsiveness to emerging issues.

For Prince Edward Island, 2014 marked the 150th anniversary of the first discussions of the Fathers of Canadian Confederation. It was my privilege to use this prestigious historical event as the backdrop for hosting the annual federal, provincial and territorial Public Service Commissioners Conference. The planning committee is to be commended for organizing an excellent meeting agenda with a full range of pertinent topics for discussion by the Commissioners in attendance.

Respectfully submitted,

Andrew Thompson, CEO
PEI Public Service Commission

Message du directeur général



Monsieur le Ministre et Monsieur le Président,

Je suis heureux de vous fournir le rapport annuel de la Commission de la fonction publique de l'Île-du-Prince-Édouard pour 2014-2015. En tant qu'agence-société responsable de la direction, de la gestion et de l'administration des ressources humaines, le personnel a encore une fois fait preuve d'engagement envers la fonction publique et la prestation de services de qualité en matière de ressources humaines.

Tout au long de l'année, les employés de la Commission de la fonction publique ont continué d'offrir un très vaste éventail de services en ressources humaines dans les domaines du recrutement, de la dotation, de la classification, des services en français, du développement organisationnel, de l'apprentissage et du perfectionnement, de la gestion de la diversité, des relations de travail, de la gestion des ressources humaines, de l'administration de la paie et de la gestion de l'information sur les ressources humaines.

En plus d'offrir toute une gamme de services en ressources humaines, la Commission de la fonction publique a dévoilé son plan d'activités et de ressources humaines pour 2015-2017 (*PSC Business and Human Resource Plan 2015-2017*) à la suite d'une vaste consultation des clients et du personnel. Le présent rapport annuel marque la transition vers le suivi des objectifs, des stratégies et des résultats prévus par le plan au moyen d'indicateurs de progrès et de données qualitatives. Cette approche assurera une meilleure reddition de comptes tout en préservant une certaine souplesse qui permettra de répondre aux questions émergentes.

En 2014, l'Île-du-Prince-Édouard soulignait le 150e anniversaire des premières discussions des Pères de la Confédération. J'ai eu le privilège de tenir la Conférence annuelle des commissaires des fonctions publiques fédérale, provinciales et territoriales lors de cet événement historique d'envergure. Je tiens d'ailleurs à féliciter le comité de planification de la conférence, car ses membres ont su élaborer un excellent programme touchant à une foule de sujets de discussion pertinents.

Le tout respectueusement soumis,

Andrew Thompson, directeur général
Commission de la fonction publique de l'Île-du-Prince-Édouard

The PEI Public Service Commission Board Members

Mr. Lafford is a retired Federal Government employee. His work experience over the years spans from labourer, consultant and manager. He has been a volunteer and an active member of the Island community. His appointment to the PEI Public Service Commission Board is for a five year term, effective February 2013. Mr. Lafford is married with two adult children and resides in Charlottetown, PEI.

Carl Lafford (Chair)

Mrs. Ryan-Sabada is a retired provincial public service employee. She has extensive experience working with the Union of Public Sector Employees on behalf of provincial employees. She is an avid volunteer and an active member of the community. Her appointment to the PEI Public Service Commission Board is for a five year term, effective from January, 2012. Mrs. Ryan-Sabada currently resides in Charlottetown, PEI.

Rita Ryan-Sabada

Bobby Kenny retired from the Provincial Civil Service in 2011 after thirty-seven years of service. His experience included positions as a property assessor and staffing officer, along with management positions in tax administration and human resources. He is currently an active participant on a number of Provincial and Federal Boards. His appointment to the Public Service Commission Board is for a five year term, effective October 2012. Mr. Kenny is married with one daughter and resides in Charlottetown, PEI.

Bobby Kenny

Executive Summary

During the 2014/2015 fiscal year, the Public Service Commission (PSC) demonstrated its commitment and ability to be a strategic partner in the delivery of government's programs and services. This is accomplished through its mandate, as outlined in the *Civil Service Act*, to:

- maintain a professional and independent civil service;
- provide a service which is responsive and flexible to the public's needs;
- foster a constructive working relationship among the government, its employees and their representatives; and
- foster the development of a public service that is representative of the province's diversity.

The PSC is organized into the following three divisions with functionally aligned work units to deliver specific services to the public and to the provincial public service:

- Human Resource (HR) Management and Labour Relations Division;
- Staffing, Classification and Organizational Development Division; and
- Administration, Corporate Human Resource Management System (HRMS) and Payroll Division.

There were two major initiatives during this fiscal year which have the potential to influence work throughout all of the PSC divisions.

In September 2014, the Chief Executive Officer hosted the annual Public Service Commissioners' conference. The meeting not only provided an opportunity to showcase Prince Edward Island as the "Birthplace of Canadian Confederation" but also the time to discuss common human resource issues and strategies to address them. Also, the reports from the inter-jurisdictional working groups provided information and recommendations on trends in employee engagement, leadership and employee development as well as civil service work force demographics.

In February 2015, at the annual PSC staff day, the *PSC Business and Human Resource Plan (2015-2017)* was formally launched. The plan was the result of extensive consultation with clients and employees as well as research into human resources best practices. The Chief Executive Officer and the leadership team are committed to the implementation of the plan as well as to monitor and report results in future annual reports.

Due to the fact that the plan was formally in effect for only three months of this fiscal year, this is a transitional year for reporting results. However, the four goals remain the same as the previous plan and therefore provide a common focus for divisional work during this year. The overview below captures the highlights of the work that was performed with the intent to improve results in the stated goal areas.

Improved capacity of the provincial civil service (knowledgeable, skilled and engaged employees)

Bench strength is one aspect of an organization's capacity. This fiscal year saw a continued high volume of staffing activities with staffing competitions for Health PEI accounting for 88% of the work volume. Along with leading the recruitment and selection process, staffing consultants continue to conduct post interview board meetings with employees and to provide workshops on "How to Prepare for the Job Interview".

The demographics of the PEI population are changing considerably. With a small population of approximately 145,000, there is an increase in immigration, with over 90 nationalities represented in the province. Recognizing this, a diverse workplace continues to be a high priority for government. Strategically, the Diversity Consultant maintains a database to facilitate hiring qualified candidates from the four provincially designated diversity groups; continues to provide diversity and cultural awareness workshops and information sessions to government departments; and strengthens our working relationships with community organizations.

The civil service continues to benefit from the centralization of the HR management function within the PSC. The practice of developing consistent interpretations for labour relations as well as HR policies and practices is increasing departments' capacity to manage their human resources to meet both operational and employee needs. Another corporate initiative lead by HR managers who are assigned to departments focused on performance management to improve productivity and employee engagement.

Improved employee and leadership development

Momentum continued to build in the implementation of the Learning and Development Framework (2013) which was designed with the intent to meet corporate, departmental and employee learning and development needs. Departments were provided funding to plan customized learning opportunities to reflect their operational needs. In addition, there was a significant increase in the number of "Sessions about Working in Government" which were delivered by subject matter experts. French language training and assessments continued to encourage and support the ability of the civil service to serve clients. Also, learning and development funds were available to individuals and employee groups to foster career development and ultimately to improve service delivery to Islanders.

Improved employee and workplace health, safety and well being

Employees and safe workplaces are critical success factors for a thriving civil service. Recognizing this, the Occupational Health and Safety (OH&S) Section worked with departments to establish active department OH&S committees to lead new health and safety initiatives as well as to monitor work place safety. Similarly on-line ergonomic assessment tools were made available to employees, in addition to the available "in-person" assessments.

Mental health awareness and support continued to be an important issue across the civil service. The Employee Assistance Program reported 499 new counseling files serving the Civil, Health and Education Sectors. To respond to increased levels of need to enhance service delivery, a counselor was assigned to the western region of the province.

Improved human resource legislation, policies, processes and practices

The Administration, Corporate Human Resource Management System (HRMS) and Payroll Division also benefitted from the centralization of corporate payroll and administration resources within the PSC. An in-depth review of the HR Policy and Procedures Manual was conducted to ensure currency and accuracy. Similarly, payroll administration processes and procedures were reviewed and updated to ensure consistency and effectiveness for all public service sectors.

In addition to the above, each of the PSC divisions continued to perform ongoing operational processes and practices. Two examples of this are: classification staff continued to support departments in re-organizations and human resource planning activities by reviewing classification levels of positions to ensure appropriate compensation for knowledge, skills and work responsibilities; and HRMS staff continued to respond to ad hoc requests for HR data and reports.

These highlights reflect not only the level and variety of activity during the year but also the PSC's success in fulfilling its mandate and its commitment to maximize civil service employees' performance and engagement in the delivery of government's programs and services.

PSC Management Team and Staff along with "Fathers of Confederation" at Opening Reception
for 2014 Annual Public Service Commissioners' Conference

Sommaire

Au cours de l'exercice financier 2014-2015, la Commission de la fonction publique (CFP) a manifesté son engagement à être un partenaire stratégique de la prestation des programmes et services du gouvernement. Elle s'acquitte ainsi de son mandat, décrit comme suit dans la *Civil Service Act* (loi sur la fonction publique) :

- assurer l'indépendance et le professionnalisme de la fonction publique;
- fournir un service souple et adapté aux besoins du public;
- favoriser des relations de travail constructives entre le gouvernement, son personnel et ses représentants;
- favoriser l'essor d'une fonction publique à l'image de la diversité de la province.

La CFP est organisée en trois divisions composées d'unités de travail servant à fournir des services précis au public et à la fonction publique provinciale.

- Division de la gestion des ressources humaines et des relations de travail
- Division de la dotation, de la classification et du développement organisationnel
- Division de l'administration, du Système de gestion des ressources humaines (SGRH) et de la paie

Au cours de l'exercice financier, on a entamé deux initiatives importantes qui pourraient influer sur le travail de toutes les divisions de la CFP.

En septembre 2014, le directeur général a tenu la Conférence annuelle des commissaires des fonctions publiques. Non seulement la rencontre était-elle une belle occasion de faire connaître l'Île-du-Prince-Édouard comme le berceau de la Confédération canadienne, mais elle a aussi permis aux participants de discuter de questions communes en matière de ressources humaines et de stratégies à cet égard. En outre, les rapports préparés par les groupes de travail intergouvernementaux ont fourni de l'information et des recommandations sur les tendances relatives au leadership, à la mobilisation et au perfectionnement du personnel, ainsi que sur le profil démographique de la main-d'œuvre de la fonction publique.

En février 2015, à l'occasion de la journée annuelle du personnel, la CFP a dévoilé son plan d'activités et de ressources humaines pour 2015-2017 (*PSC Business and Human Resource Plan 2015-2017*). Le plan est le fruit de recherches sur les pratiques exemplaires en matière de ressources humaines et d'une vaste consultation des clients et du personnel. Le directeur général et l'équipe de direction travailleront à la mise en œuvre du plan, feront les suivis nécessaires et rapporteront les résultats dans les prochains rapports annuels.

Puisque le plan a seulement été en place pendant trois mois de l'exercice financier, il s'agit d'une année de transition pour ce qui est du rapport des résultats. Les quatre objectifs sont toutefois les mêmes que ceux du plan précédent, ce qui permettra d'orienter les activités des divisions au cours de la prochaine année. Le résumé ci-dessous dresse un portrait du travail qui a été effectué dans le but d'améliorer les résultats au sein des objectifs indiqués.

Amélioration de la capacité de la fonction publique provinciale (personnel renseigné, compétent, qualifié et motivé)

L'effectif de réserve constitue l'un des piliers de la capacité de l'organisme. L'activité de dotation n'a pas ralenti au cours de l'exercice financier. Environ 88 pour cent de l'activité de dotation a eu lieu au sein de Santé Î.-P.-É. En plus de mener le processus de recrutement et de sélection, les conseillers en dotation continuent de rencontrer les employés après les entrevues et offrent des ateliers sur la préparation aux entrevues d'emploi sur les lieux d'établissements d'enseignement.

Le portrait démographique de l'Île-du-Prince-Édouard continue d'évoluer de façon importante. Sa petite population d'environ 145 000 personnes connaît une augmentation en matière d'immigration; en effet, la province compte maintenant plus de 90 nationalités. Le gouvernement continue donc de privilégier la diversité au sein du milieu de travail. À cet effet, le conseiller en diversité tient à jour une base de données afin de faciliter l'embauche de candidats qualifiés provenant des quatre groupes de la diversité désignés; offre des ateliers et des séances d'information portant sur la diversité et la sensibilisation aux cultures à tous les ministères provinciaux; et renforce les relations de travail entre le gouvernement et les organismes communautaires.

La centralisation de la gestion des ressources humaines au sein de la CFP a toujours des effets positifs sur la fonction publique. L'interprétation cohérente des relations de travail et des politiques et pratiques en ressources humaines permet aux ministères de mieux gérer leurs ressources humaines pour satisfaire à la fois les besoins opérationnels et les besoins des fonctionnaires. Les gestionnaires des ressources humaines qui sont maintenant affectés à un ministère ont également mené une initiative collective visant la gestion du rendement pour améliorer la productivité et la mobilisation des employés.

Amélioration du perfectionnement du personnel et du développement du leadership

La mise en œuvre du Cadre d'apprentissage et de perfectionnement (2013) s'est poursuivie afin de satisfaire les besoins du personnel, des ministères et du gouvernement en matière d'apprentissage et de perfectionnement. Les ministères ont reçu du financement pour planifier des occasions d'apprentissage en fonction de leurs besoins opérationnels. En outre, le nombre de séances *Travailler au sein de la fonction publique*, offertes par des experts en la matière, a considérablement augmenté. Les évaluations et les formations linguistiques en français continuent d'encourager et d'appuyer la capacité de la fonction publique de servir ses clients. Les fonctionnaires individuels et les groupes d'employés avaient d'ailleurs accès à des fonds en matière d'apprentissage et de perfectionnement, favorisant ainsi le perfectionnement professionnel et, par conséquent, améliorant la prestation de services aux Insulaires.

Amélioration de la santé, de la sécurité et du bien-être des employés en milieu de travail

Le bien-être des employés et la sécurité des milieux de travail sont des facteurs de réussite essentiels pour établir une fonction publique florissante. La Division de la santé et de la sécurité au travail a donc œuvré auprès des ministères pour créer des comités ministériels en matière de santé et de sécurité au travail qui piloteront de nouvelles initiatives à cet effet et veilleront à la sécurité en milieu de travail. Des outils d'évaluation ergonomique électroniques

ont été mis à la disposition du personnel pour suppléer aux évaluations disponibles en personne.

Les questions de santé mentale et les appuis en la matière restent un dialogue important pour l'ensemble de la fonction publique. Le Programme d'aide aux employés a rapporté 499 nouveaux cas parmi les employés de la fonction publique et des secteurs de la santé et de l'éducation. Un nouveau conseiller a également été affecté à la région ouest de la province afin de répondre à la demande et aux besoins grandissants et d'assurer la continuité des services.

Amélioration des lois, des politiques, des processus et des pratiques en matière de ressources humaines

La centralisation de la paie et des ressources administratives au sein de la CFP s'est avérée avantageuse pour la Division de l'administration, du Système de gestion des ressources humaines (SGRH) et de la paie. Le *Manuel des politiques et procédures des ressources humaines* a d'ailleurs fait l'objet d'un examen approfondi pour en assurer la pertinence et l'exactitude. Les procédures d'administration de la paie ont également été révisées et mises à jour pour promouvoir la cohérence et l'efficacité au sein de tous les secteurs.

En plus de ce qui précède, chacune des divisions de la CFP a poursuivi ses pratiques et processus opérationnels permanents. Notamment, le personnel en classification a appuyé les ministères en ce qui a trait à la réorganisation et la planification des ressources humaines en révisant les niveaux de classification des postes pour veiller à ce que les salaires reflètent les connaissances, les compétences et les responsabilités des employés. En outre, le personnel du Système de gestion des ressources humaines a continué à faire suite aux demandes ponctuelles de données et de rapports en matière de ressources humaines.

Ces faits saillants font ressortir non seulement le niveau et la variété des activités entreprises pendant l'année, mais aussi les succès obtenus par la CFP en ce qui a trait à l'exécution de son mandat. La CFP continue de s'acquitter son engagement à optimiser le rendement et la mobilisation des fonctionnaires pour assurer la prestation des programmes et des services du gouvernement.

Long Term Service Recognition Program
Le programme de reconnaissance de longs états de service

The PSC organizes and coordinates the Long Term Service Recognition Program which honours employees who have completed 20, 25, 30, 35 and 40 years of continuous service with the provincial public service.

Premier Robert Ghiz hosted luncheons for 22 employees with 20 years of continuous service, 98 employees with 25 years of continuous service, 28 employees with 30 years of continuous service,18 employees with 35 years of continuous service, and 13 employees with 40 years of continuous service. A total of 179 employees were invited to the luncheons.

La CFP organise et coordonne le programme de reconnaissance de longs états de service qui rend hommage aux employés qui comptent 20, 25, 30, 35 et 40 ans de service ininterrompu au sein de la fonction publique provinciale.

Le premier ministre Ghiz a organisé des déjeuners pour les 22 employés ayant 20 années de service continu, les 98 employés ayant 25 années de service continu, les 28 employés ayant 30 années de service continu, les 18 employés ayant 35 années de service continu, et les 13 employés ayant 40 années de service continu.

20 years / 20 ans

Recipients of the Long Term Service Award, 20 years
Les récipiendaires des récompenses pour long états de service, 20 ans

25 years / 25 ans

Recipients of the Long Term Service Award, 25 years
Les récipiendaires des récompenses pour long états de service, 25 ans

30 years / 30 ans

Recipients of the Long Term Service Award, 30 years
Les récipiendaires des récompenses pour long états de service, 30 ans

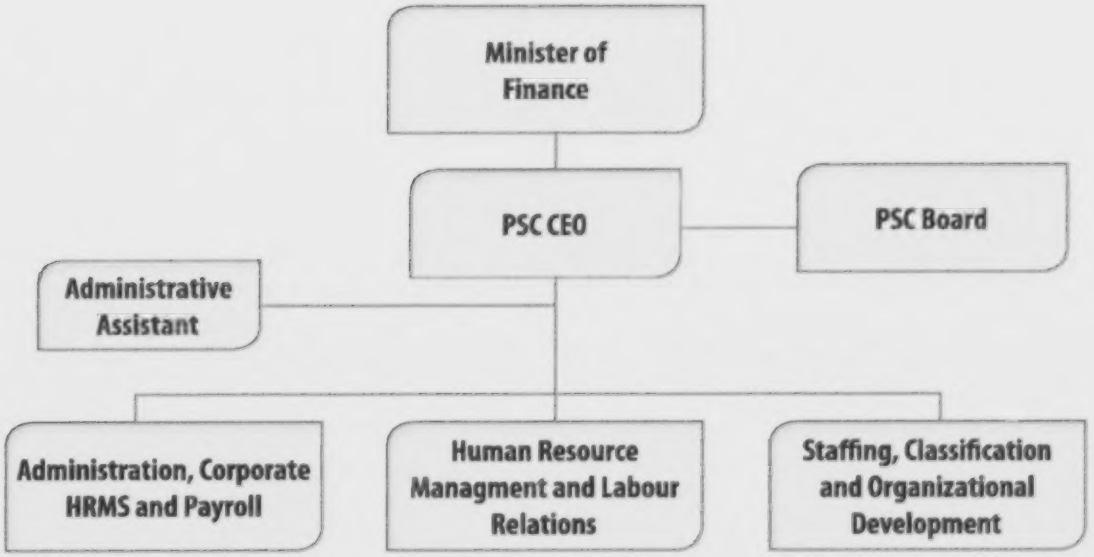
35 years / 35 ans

Recipients of the Long Term Service Award, 35 years
Les récipiendaires des récompenses pour long états de service, 35 ans

40 years / 40 ans

Recipients of the Long Term Service Award, 40 years
Les récipiendaires des récompenses pour long états de service, 40 ans

1. Organizational Structure of the Public Service Commission



Administration

Payroll

Human Resource Management System

Human Resource Management

Labour Relations

Occupational Health and Safety

Staffing and Recruitment

Classification

Human Resource Planning

Diversity Management

Learning and Development

Employee Assistance Program

Training and Development Funds

French Language Training

2. PSC Business and Human Resource Plan (2015-2017) Progress Update

2.1 Introduction

The *PSC Business and Human Resource Plan (2015 – 2017)* was formally launched in February 2015 through several communication activities. The Chief Executive Officer presented and distributed the plan to the Deputy Minister Council. A personal copy of the plan was distributed to each PSC employee at an annual staff event. Finally, the document was also posted to the PSC web site because the *Business and Human Resource Plan (2015-2017)* is the Corporate HR Plan and must be available to all civil service employees.

PSC Staff Appreciation Day 2015

The plan was developed through extensive consultation with PSC clients throughout the public service as well as with PSC employees. Research into HR best practices and effective strategies from Canadian public sector jurisdictions were used to construct the plan framework. The goals and strategies reflect the work to be done to maximize civil service employees' performance and engagement in the delivery of government's programs and services. The indicators enable the PSC to monitor progress using quantitative and qualitative measures and make changes as needed.

Model of the PSC Plan:

2.2 Overview of the 2014-2015 Results

The positive impacts of the 2012-2013 corporate re-organization, whereby human resource programs and services were delivered through a PSC centralized model, were captured in some of the 2014 - 2015 indicators. This was the second complete fiscal year under the centralized model. Anecdotal feedback from both client departments and human resource professionals also indicated that the small number of change issues identified during the first year of centralized human resource services delivery, were successfully resolved by collaborative work among the PSC divisions and with client departments.

More consistency of HR administrative processes and procedures has contributed to increased efficiency (volume and quality of work). This is evident in the positive change reported for the activity and output indicators presented in Table 4, for example:

- the average time (days) to hire decreased by 18 days for Health PEI competitions and by 16 days for Civil Service competitions;
- the average classification file turnaround time for encumbered positions decreased by 29 days; and
- the total number of pay cheques produced across the public sector increased by 340.

Similarly, the intentional corporate approaches to excellence in human resource practices such as monitoring performance management discussions as well as the provision of relevant learning opportunities for the civil service realized in positive results, for example:

- the percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years increased by 7% (Table 1);
- the number of registrations for PSC funded learning opportunities (eg. French language training, labor relations training, cultural diversity training, etc.) increased by 201 registrations (Table 2); and
- client satisfaction levels with the PSC programs and services were overall above average for professionalism and knowledge (Table 1).

Other indicators point to challenges that require the strategic actions that are identified in the *PSC Business and Human Resource Plan (2015-2017)*, for example:

- the number of Workers Compensation Board Claims increased by 21 claims (Table 3);
- the percentage of permanent employees under the age of 35 years is 11% (Table 1); and
- client satisfaction levels were somewhat satisfied or lower for timeliness, consistency and outcome attributes for some functions (Table 1).

These are but a few examples of the PSC's ongoing concerted efforts to increase the overall capacity of the Civil Service by providing an engaging, safe and healthy work environment that promotes learning, diversity, collaboration and innovation.

The following tables present the performance indicators for each of the four PSC goals.

Appendix 5.1 presents detailed information on the *PSC Business and Human Resource Plan (2015-2017)* Indicators Definitions and Data Source information. There are generally three sources for indicator data:

- the Human Resource Management and Payroll System (ie PeopleSoft);
- the Civil Service Employee Survey; and
- the PSC Client Satisfaction Survey.

Section 3 of this annual report provides the Divisional Reports that describe the activities that contributed to progress between the baseline year of 2013-2014 and this reporting year.

2.3 The PSC Goals and Indicators for 2014-2015

This is a transitional year for annual reporting because the *PSC Business and Human Resource Plan (2015-2017)* was formally in effect for only three months of this fiscal year. However, it may be noted that the goals for this plan are the same goals as the previous *PSC Business and Human Resource Plan* which were confirmed for current relevancy during the planning process.

Throughout the fiscal year, the divisions worked collaboratively to contribute to human resource excellence in public service and to make progress on the goal areas. Therefore, it is reasonable to consider the progress indicators between the baseline year of 2013-2014 and this fiscal year.

Key progress indicators are used to demonstrate the investment and effort expended by an organization to achieve measurable desired results in the goal areas. For the PSC plan, quantitative indicators were selected from across the indicator spectrum. Indicators were also selected based on the ability of the PSC to collect and report reliable, valid information by making a reasonable investment in data collection processes. The types of indicators presented in the tables and associated examples are as follows:

- Input indicators report on the resources placed into a program and/or service (e.g. number of employees);
- Activity indicators report on services that a program offers and/or delivers (e.g. staffing);
- Output indicators report on the products and efficiency of a program and/or service (e.g. number of staffing competitions, classification review process turn-around time); and
- Outcome indicators report on the impact or effectiveness of a program and/or service (e.g. level of employee engagement, level of client satisfaction).

Regardless of the type of indicator, it is important to consider the indicator value within the work context. For example, the volume of work and the resources available to do the work will have an impact on turnaround time for both staffing and classification progress indicators. Other environmental factors may be considered for other indicators as appropriate. The appendices of this report provide volume information for PSC functions.

Table 1: Goal - Improved Capacity of the Provincial Civil Service (Knowledgeable, skilled and engaged employees)

Progress Indicators		2013-2014	2014-2015
1. Percentage of employee survey respondents who self-identify with the four designated diversity groups*	Aboriginal	2.2 %	====
	Person with a Disability	3.4 %	====
	Member of a Visible Minority	1.6 %	====
	Non-traditional Occupation for Gender	6.1 %	====
2. Percentage of employees that identify as being bilingual		7.79 %	8.1 %
3. Number and percentage of bilingual positions in the Civil Service		75 (3.3 %)	77(3.4 %)
4. Percentage of employees who access bilingual training and development opportunities		6.6 %	7.6 %
5. Percentage of external hires		14.3 %	19.8 %
6. Percentage of permanent employees under the age of 35 years		10.9 %	11 %
7. Percentage of employees who agree they have opportunities for career growth*		45.9 %	====
8. Percentage of new permanent employees that stay over five years or over two years with the Civil Service		78.9 % (5 years) 93.5 % (2 years)	81.3 % (5 years) 94.8 % (2 years)
9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service		7.7 %	4 %
10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years		31 %	38 %
11. Overall employee engagement index for the Civil Service*		71 %	====

* The data source for these indicators is the Employee Survey. That last survey was conducted in 2012. The next survey will be conducted in the fall of 2015.

Table 2: Goal - Improved employee and leadership development

Progress Indicators	2013-2014	2014-2015
1. Percentage of employees who have discussed a learning plan with their immediate supervisor *	46.5 %	====
2. Number of employees who have completed Leadership/Manager learning opportunities that are provided through the PSC	68	41
3. Percentage of employees who agree their manager provides regular feedback on their performance *	62 %	====
4. Number and percentage of employees who have registered for PSC funded learning opportunities by learning category (e.g. French language training, labour relations training, cultural diversity training, etc.)	554 (22.1 %)	755 (30.7 %)
5. Number and percentage of employees that received funding from Employee Training and Development Funds	723 (32.1 %)	576 (25.9 %)

* The data source for these indicators is the Employee Survey. That last survey was conducted in 2012. The next survey will be conducted in the fall of 2015.

Table 3: Goal - Improved employee and workplace health, safety and well-being

Progress Indicators		2013-2014	2014-2015
1. Percentage of employees who agree that they have support at work to balance work and personal life.*		81 %	====
2. Average Leave utilization rates (days)			
a. Sick Leave - Unpaid		0.10	0.11
b. Sick Leave – Paid (including Medical Appointments)		9.07	8.71
Special Leave	c. Serious Illness in Family (Art. 24.14b)	0.06	0.06
	d. Illness in Family (Doctor's Statement)	0.01	0.02
	e. Illness in Family (Art. 24.13 (a)(1))	1.13	1.04
	f. Travel Family Medical (Art. 24.13(a)(2))	0.36	0.39
3. Usage of the Employee Assistance Program		2,284	2,099
4. Number of Days Lost to Workers Compensation Board Claims		7,304	7,995
5. Number of Workers Compensation Board Claims		177	195

* The data source for this indicator is the Employee Survey. That last survey was conducted in 2012. The next survey will be conducted in the fall of 2015.

Table 4: Goal - Improved human resource legislation, policies, processes and practices

Progress Indicators		2013-2014	2014-2015
1. Average time to hire (days)	a. Civil	85	69
	b. Health PEI	57	39
2. Average classification file turnaround time (working days)	a. Vacant Positions	21	32
	b. Encumbered Positions	170	141
3. Total number of pay cheques produced		12,924	12,345
4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)		54 (0.42 %)	35 (0.28 %)
5. Total number of overpayments for total cheques produced		49	48
6. Average level of client satisfaction with PSC services **		**	**

** Data source for this indicator is the PSC Client Satisfaction Survey which was conducted in 2010 and 2013. In order to improve the ability to monitor trends between surveys, a new survey is planned for spring 2016.

Three hundred electronic survey invitations were issued to deputy ministers, directors and managers in the 2013 survey. There was a seven point Likert scale to measure level of satisfaction with each of the PSC services, across the five attributes of client service - timeliness, professionalism, knowledge, consistency, and outcome.

Results show an 85% or higher level of satisfaction on one or more of the attributes for the Staffing, Employee Assistance Program, Departmental HR Management, and Corporate HRMS/Payroll sections. Lower levels of satisfaction (between 48% and 67%) were reported with the Classification, Diversity Management and French Language Training programs for timeliness, consistency and outcome.

3. Divisional Reports

Office of the Chief Executive Officer

For Prince Edward Island, 2014 was a year of celebration of the first discussion of the Fathers of Canadian Confederation. The Chief Executive Officer (CEO) of the PSC offered to host the annual CEOs' meeting in Charlottetown, in September 2014. Extensive planning was undertaken to ensure that the meeting would facilitate open, discussions and insight into both the history and current culture of Prince Edward Island.

A welcome reception which included the Confederation Center of the Arts Players, in character of two Fathers of Confederation, marked the beginning of the meeting. The following day and half were complete with presentations from all the attending CEOs and a joint presentation of the inter-jurisdictional working groups (Career Growth, Employee Engagement and Metrics/Measures). Two guest speakers provided insight into the professionalism of public service in Prince Edward Island and international governance structures.

The agenda for the meeting was planned by the CEO's office, with the communication, protocols, and technology coordinated by the Canadian Intergovernmental Conference Secretariat.

Federal, Provincial and Territorial Delegates of the 2014 Annual Public Service Commissioners' Conference

3.1 Staffing, Classification and Organizational Development Division

3.1.1 Staffing and Recruitment

This section provides staffing services to the various government departments and Health PEI in accordance with hiring practices outlined in legislation, various collective agreements, and policy. Staff are located in various centres across the province including Access PEI sites in Summerside and Souris, both the Prince County and Queen Elizabeth Hospitals and the central office at the first floor Shaw Building in Charlottetown.

Staffing consultants assist employers in the selection of qualified employees using a process of candidate screening, testing (if required), interviewing, referencing and appointment to a position. They are also available to provide career advice and post interview feedback to employees.

The selection process is based on a set of guiding principles as follows:

- decisions are made on the basis of the merit principle while examining qualifications, relative ability, knowledge and skills;
- objectivity, fairness and consistency guide selection activity; and
- confidentiality must be maintained by all staff involved.

This fiscal year saw a continued high volume of staffing activities. Staffing competitions for Health PEI accounted for 88% of the work volume. Appendix 5.4.1 presents the Staffing Statistics for the year.

3.1.2 Classification

The Classification Section is responsible for the development, maintenance and administration of the job evaluation process, and the classification plan which establishes the framework for pay plans. The section also provides advice on organizational design and compensation.

The purpose of a job classification is to determine the relative worth of jobs, based on the described duties and responsibilities of one position compared to the next position within our organization. The classification tool is the Willis Position Evaluation System. It was adopted by the PSC through a joint committee of union and management representatives in 1996. The classification process is fundamental to the employer's commitment to compensate employees fairly and equitably for the work they do.

The Classification Section provides services to all departments of government in accordance with the *Civil Service Act*. Classification services are also provided to Health PEI, both school boards, as well as other crown corporations and agencies, including the PEI Liquor Control Commission, Island Regulatory and Appeals Commission, and the Island Waste Management Corporation.

There was a 14% increase in classification requests over the previous year in the number of review requests that were submitted – 382 requests submitted in 2014-2015 as compared to 333 requests during the previous year. There were 405 reviews completed by the Classification Section during the year (a 6% increase from the previous year). Approximately 41% of this activity was for the Health Sector which represents a slight decrease from the previous year. Appendix 5.4.2 presents the Classification Statistics for the year and trends for the past three fiscal years.

The Section continued to partner in the Atlantic Benchmark Project, as described in previous annual reports.

3.1.3 HR Planning

This year the Corporate HR Planning Consultant concluded the planning process for the *PSC Business and Human Resource Plan (2015-2017)*. As mentioned in Part 2 of this report, the plan was launched in February 2015. The CEO and the leadership team are committed to the implementation of the plan as well as to monitor and report results in future annual report documents.

Learning and Development

Government recognizes the importance of learning in the public service. Clients, partners and stakeholders of the PEI Civil Service deserve high quality service from all our employees. To meet this need, the civil service provides opportunities for professional development. Ongoing improvement of leadership, management and employee skill sets is critical for developing a quality work environment and effective civil service. Momentum continued to build in the implementation of the Learning and Development Framework (2013).

Appendix 5.4.3 presents an overview of learning and development opportunities. There were 10 new subject areas added in this fiscal year for a total of 26 different topics being offered by 46 internal subject matter experts, which represented an increase from 36 in 2013-2014. A total of 65 sessions were offered and with 755 registrations, increases of 32 and 201 respectively.

Departmental customized learning opportunities, labour relations, occupational health and safety, French language as well as diversity training rounded out the learning selection for employees.

It is recognized that the civil service is an aging work force. To prepare for the expected large number of retirements, cohort programs, with twenty to twenty-four participants, were offered for both "Aspiring Managers and Supervisors" and "New Managers and Supervisors". A "Performance Conversation Skills" program was also offered for experienced Managers.

Administration of the Employee Training and Development Funds

The Excluded and Union of Public Sector Employees Training and Development Funds continued to be a popular source for employees to access learning opportunities. These funds, $300,000 for the unionized employees' fund and $100,000 for the excluded employees' fund are available to individuals and employee groups. The funds are meant to foster career development and ultimately improve service delivery to Islanders. Each fund has a representative approval committee in place with administrative support from the PSC.

Appendix 5.4.4 presents the application activity for both funds. There was an 8% decrease in applications processed as compared to the previous fiscal year.

Employee Engagement

Prince Edward Island joined the Employee Engagement Inter-jurisdictional Team (EEIT) in 2008. Since that time, the province has actively participated in the work of that committee which includes collecting employee engagement survey data, based on a common model which depicts the factors that drive the outcome of employee engagement. The last survey that was completed with the PEI civil service was in November 2012. Since that time departments were addressing the following critical areas:

- effective communication within departments and across the civil service;
- provision of regular and meaningful feedback to employees; and
- helping employees to access relevant learning and development opportunities.

HR Metrics

The Corporate HR Planning Consultant continued to represent Prince Edward Island on the Inter-jurisdictional Metrics and Measures Working Group (IMMWG). Since the fall of 2011, the working group has been able to report on 25 common HR measures/metrics and to identify trends. This year the working group worked in collaboration with the Employee Engagement Inter-jurisdictional Team (EEIT) to identify how the metrics and measures may be used to increase the understanding of employee engagement in jurisdictions.

In May 2014, the three inter-jurisdictional teams met in Winnipeg, and were hosted by the Government of Manitoba. Agenda items included career growth, civil service work force demographics and indicators (e.g. retention rate). As a result of the meeting, a joint report prepared by the committee chairs was presented to the CEOs at the fall meeting in September 2014. As a result of that meeting, the working groups were mandated to do more analysis, with the objective to make recommendations for strategies to be undertaken to improve career growth, leadership and employee engagement in jurisdictions across Canada.

In addition to the metrics being collected as part of the aforementioned working group, the Clerk of the Executive Council requested that all departments collect data on the number of employees who had a performance management planning discussion with their supervisor within the last two fiscal years, the amount of sick time reported by employees, over time usage as well as grievance incidence and outcome data.

3.1.4 Diversity Management

Current population statistics demonstrate that the Island population is becoming more and more diverse. It is estimated that during 2014 - 2015 there were 22,000 Islanders who had some form of a disability. There is also an increase in both the Aboriginal population and other cultural identities. This has an impact on the public's requirements from government as well as the capacity of government to meet those demands and to address changing needs.

As outlined in the Workforce Diversity Policy, it is the responsibility of the PSC to foster the development of a public service workforce that is representative of the population we serve. The PSC continues to play a leading role by developing and implementing diversity initiatives with the objective of building a public service that values diversity and inclusiveness.

The PSC Diversity Consultant continued to participate on various community advisory boards, steering committees, and interdepartmental working groups. Examples of these groups include the Office of Immigration, Settlement and Population, the Inter-Ministerial Disability Policy Forum, and the Health PEI Leadership Forum and the Health Sector Councils. Other examples include providing advice to initiatives such as the International Credential Recognition and Assessment, the Foreign Qualification Recognition, and the Internationally Educated Health Professionals project.

The PSC has been actively involved in the area of diversity planning by meeting with HR Managers and front line managers from across the civil service and assisting with departmental diversity planning.

The Diversity Advisory Committee, an internal advocacy group responsible for oversight of the government-wide diversity strategy, met regularly during the year. The Committee discussed issues associated with departmental diversity plans and explored strategies to determine the most effective ways to address departmental accountability for diversity as well as how to monitor and report results.

The PSC Diversity Program continued to work with designated diversity candidates registered with the Diversity Talent Pool. During this fiscal year, there were seventy-two (72) new candidates (53 visible minority members, 9 persons with disabilities, and 10 aboriginal peoples) registered with the Diversity Talent Pool.

Diversity and Cultural Awareness Training

The PSC continued to coordinate the Diversity and Cultural Training Program through partnership with the Mi'kmaq Confederacy of PEI, the PEI Association for Newcomers to Canada and the PEI Health Sector Council in the delivery of special training for employees and managers that promoted awareness of the value of diversity in the workplace.

Appendix 5.4.5 presents the Diversity and Cultural Awareness Training Statistics since 2009.

Diversity Promotional Activities

There were numerous activities to promote the value of diversity in the workplace.

The 2014 Annual Premier's Diversity Leadership Award was presented to mark the start of Public Service Week. This award is presented each year to employees and managers within the Prince Edward Island Public Service who demonstrate leadership in promoting diversity and inclusiveness in the public sector. This year the award was presented to the ArtsSmarts Newcomer Project Leadership Team, which includes Cecile Arsenault from the Department of Tourism and Culture and Vicki Allen-Cook and Lucille Fontaine from the Department of Education and Early Childhood Development.

(Left to Right) Tourism and Culture Minister Robert Henderson (on behalf of Premier Ghiz, Vicki Allen-Cook, Cecile Arsenault, Lucille Fontaine and PSC Diversity Consultant Thilak Tennekone.

During the 2014 Public Service Week, a cultural diversity presentation "Showing Our Heritage and Celebrating Our Diversity" was provided for employees to demonstrate the increasing multi-cultural influences in the province. Approximately 300 employees attended the session.

The PSC also launched the annual Diversity calendar *"Celebrating Diversity in Our Province "* to recognize the diversity in today's workforce.

3.1.5 Employee Assistance Program

The Employee Assistance Program (EAP) was established in the early 1990's and has been embraced by employees, unions, managers and department leaders for its services to the Civil, Health and Education Sectors. The program will mark its 25th anniversary in the fall of 2015.

The mandate of the EAP is to assist employees and immediate family members in dealing with personal or work-related issues which affect their work life. The program also supports managers and directors in addressing personal and work related issues at an early stage to increase the likelihood of an early and satisfactory resolution that meets both the individual's and employer's needs.

The program continues to function under the direction of the EAP Advisory Committee with representation from both management and unions. The committee's role is to promote EAP in the workplace, assess program effectiveness and provide suggestions with the objective of continually improving program delivery. Committee members are strong in their belief and commitment toward EAP enhancement.

In response to increased levels of need and demand, economic efficiency and continuity of service delivery, a counselor now provides permanent EAP services to employees and immediate family members who reside in the East and West Prince areas of the Island.

During this fiscal year, EAP opened 499 new counseling files, closed 353 files and provided ongoing services to numerous open files creating a total of 2099 in-person contacts. Appendix 5.4.6 presents the EAP Usage Report.

The most common presenting problems were family/children issues followed by marital/ relationship issues, anxiety, grief and loss, job/career concerns and depression. Seventy percent (70%) of employees and family members access EAP through self referral, while family/friend and physician/health referrals remain high and continue to show an increase in numbers. Females represented 75.2% of clients while 24.3% were male.

Group work requests continued to be popular as there were 29 sessions with 2,451 participants. The primary focus of sessions were EAP orientations, critical incident stress debriefs, grief/loss and conflict resolution. During the same period various workshops were provided to all sectors including Supervisor Assisted Referral, Work/Life Balance, Stress Management, as well as Change and Transition. EAP counselors also deliver stress management and work/life balance sessions for provincial employees through the PSC sessions about "Working in Government".

The EAP Advisory Committee continues to work collaboratively with unions and management to enhance the program and to increase employee awareness of the program. In preparation for the next 25 years of service, the Advisory Committee endorsed exploring opportunities to update the EAP logo and brand through the support of the PSC and Communications PEI. EAP also has a quarterly advertisement which will be included in future issues of the *Public Service Matters* newsletter that is available to all civil service employees.

Over the years the EAP has established the foundational principles of confidentiality, accessibility and collaborative approaches with union and management representatives - all demonstrating their commitment to EAP services.

3.1.6 French Language Services

The province has been offering French language training through Collège Acadie Î.-P.-É. since 2008. For a seventh consecutive year, Collège Acadie Î.- P.-É. has delivered part-time French courses to both civil service and health sector employees. Various skill levels from beginner to advanced were offered over three semesters in Charlottetown and Summerside, with 144 employee participants, a small decrease of 4% over the previous year, in attendance. The average time commitment per course is 33 hours over 11 weeks, with employees attending in the evening or over the lunch hour, on personal time.

The French Language Training Program (FLTP) continued its offering of *Pour l'amour du français* - a blended program of self study with a telephone tutor once a week. New students were added this year. It is intended to continue to offer this program to higher level students with the goal of building government French speaking capacity.

Other language support for bilingual employees included the continuation of a virtual network via a monthly newsletter about cultural activities taking place in the French community, tips for using French in the workplace and updates on legislation or policy. Informal lunches where participants spoke French were organized by French Language Services and promoted over the network. Over 200 employees subscribe to the Bilingual Employee Network.

French Language Services provides voluntary assessment of French language oral proficiency skills of government employees. Evaluation of French proficiency skills is mandatory for candidates being considered for bilingual designated positions. During 2014-2015, twenty-four (24) oral proficiency interviews were completed, which was the same number of assessments conducted during the previous year. French Language Training maintains a database on language assessments.

French Language Services produces quarterly reports on bilingual designated positions and employees who have bilingual capacity. As of March 31, 2015, there were 120 bilingual designated positions, a 1% increase from the previous year. There were 110 employees, who were evaluated at the intermediate plus level or higher, working in unilingual positions - similar to the previous fiscal year.

3.2 Human Resource Management and Labour Relations Division

The purpose of this Division is to provide senior level direction, leadership, coordination and advice in the areas of HR management services, labour relations and occupational health and safety (OH&S) to all government departments. It is responsible for building harmonious and mutually beneficial working relationships that promote the well being and productivity of all employees. This is achieved through the advice, support and assistance that HR Managers provide within their service areas. The Division provides leadership in overall labour relations matters and collective bargaining processes while also ensuring that an OH&S Program is in place and that legislation is adhered to in all government departments.

3.2.1 HR Management

HR management services including HR managers, HR officers, HR assistants, and payroll personnel are centralized within the PSC, with assigned client department portfolios. The staff of this section provide effective human resource management and payroll services to government departments in the Civil Service in accordance with legislation, various collective agreements, and policies.

During this fiscal year, the PSC experienced continued benefits from optimization of the centralized service delivery model. The team also played an active role in the Public Service Values project and continued to support and promote anti-bullying workplace initiatives.

3.2.2 Labour Relations

Labour Relations provides a variety of services on HR and labour relations issues. These services include:

- representing the Public Service Commission in collective bargaining within the public sector;
- providing assistance on the administration and interpretation of the collective agreement between the Government and the Union of Public Sector Employees;
- developing and implementing, with the assistance of government departments, policies and programs consistent with organizational needs;
- providing labour relations advice and education; and
- administering the cross-sectoral labour relations contracts with the external service providers.

During the fiscal year, the collective bargaining process continued for various public sector agreements.

3.2.3 Occupational Health and Safety

The OH&S Section of the PSC continues to provide a variety of services to all government departments and works collaboratively with them to maintain a safe workplace. This is demonstrated in the OH&S statistics described below and also in Appendix 5.4.7 which presents the OH&S activities provided to departments during this fiscal year.

Three hundred and forty nine (349) employees attended training sessions on a variety of topics including:

- Occupational Health & Safety Committees and Representatives;
- Workplace Hazardous Materials Information System (WHMIS);
- Workplace Inspections/Accident Investigations;
- General Safety Awareness;
- Safety for Young Workers;
- Back Care;
- Hearing Education;
- Ergonomics;
- Traffic Control; and
- Confined Space Awareness.

PSC CEO, Andrew Thompson, presents the 2014 Douglas MacMaster Memorial OH&S Award to Pamela Caseley during Public Service Week

Customized training sessions were offered by request and continue to be popular with departments. Research was completed on many topics such as e-cigarettes, lighting requirements for fleet vehicles, chainsaw training requirements, communicable diseases within the workplace, working alone, and e-learning. In addition, committees were formed to review the Workplace Smoking Policy, Duty to Accommodate reporting, and automated external defibrillators (AEDs) in the workplace.

The OH&S team set an objective to attend one OH&S Committee meeting at each site within the year. This made a significant improvement in assisting the committees with their work.

It also provided an opportunity for the OH&S Committees to learn about the work of the OH&S section. Another objective was to visit all provincial library locations. Most libraries were visited by an OH&S team member.

There were 7995.5 days lost to Workers' Compensation claims, compared to 7304.0 days the previous year. There were twenty-seven (27) open claims with Workers Compensation at the end of the fiscal year. In addition, twenty-three (23) employees applied for Long Term Disability, whereby, thirteen (13) employees were approved and ten (10) were denied.

Appendix 5.4.7 presents the OH&S activities conducted by department during this fiscal year. There is a general trend of increased activity over the 2013/2014 levels.

3.3 Administration, Corporate Human Resource Management System (HRMS) and Payroll Division

Administration, Corporate HRMS and Payroll provides a variety of services not only to the civil service, education and health sectors as well as the internal staff of the PSC. Services include:

- management of the payroll for the civil service, Health PEI, and school boards;
- management of the HRMS for the civil service, education and health sectors;
- providing advice and assistance on HR technology initiatives;
- providing advice on the financial administration of the collective agreement between government and the Union of Public Service Employees; and
- PSC administration.

3.3.1 Administration

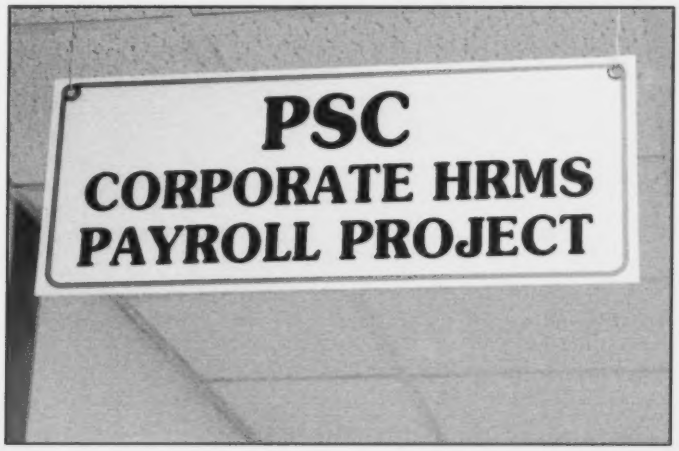
The Administration Section continues to support the various divisions of the PSC and departments to find technical solutions which will assist in the improvement of HR processes. The PSC partners with the Information Technology Shared Services (ITSS) branch of the Department of Finance in the delivery of an employee self-service system. It provides employees with online viewing of their personal, pay and leave information. There are also a number of management reports on the portal to assist managers and supervisors in the management of their employees.

The Division provides leadership and guidance to Commission initiatives and activities including the development and management of the PSC budget. Advice is also routinely provided on a range of financial and administrative related matters.

3.3.2 Corporate Human Resource Management System (HRMS)

The support team for the HRMS / payroll is a small team of six employees that supports current functionality and users while concurrently implementing updates to the system. HRMS staff provides support to approximately 1200 HRMS users.

Services to the departments include reporting on both HR and payroll data. HRMS staff continue to meet regularly with civil, education and health sector user groups to ensure processes and systems meet the needs of the various organizations in the public sector across the province. Divisional activities also include business process reviews, working with the client organizations to resolve reporting requirements, and new functionality to assist with the implementation of new HR initiatives.



The PSC, working with ITSS and our service provider, upgraded to PeopleSoft Human Capital Management system version 9.2 in November 2014. Shortly after the implementation of this upgrade, the Corporate HRMS/Payroll team commenced work on a further update that lead to a release of minor fixes and functionality within version 9.2. A number of these updates are available each year and a strategy will be developed to determine when the updates will be implemented.

3.3.3 Payroll

The Division processes payroll for the three large public sector organizations, namely the Civil Service, Education and Health PEI. It is our goal to ensure that employees' pay is produced in an accurate and timely manner.

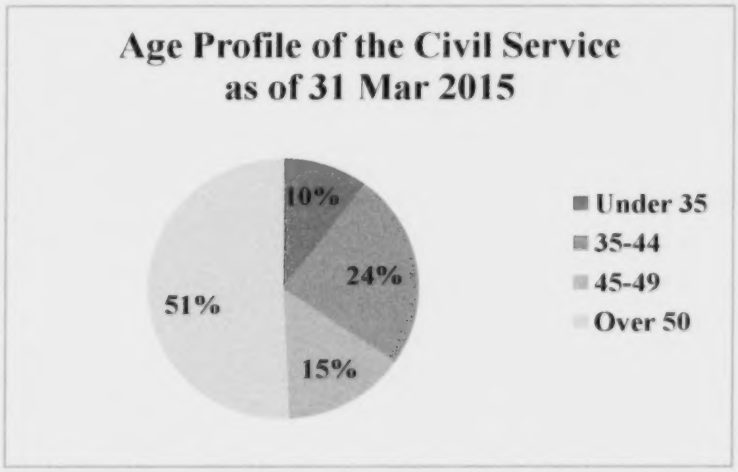
During this fiscal year, approximately 12,000 pay advices were produced during each pay period. In the calendar year 2014, there were 16,282 T4s issued by this work unit.

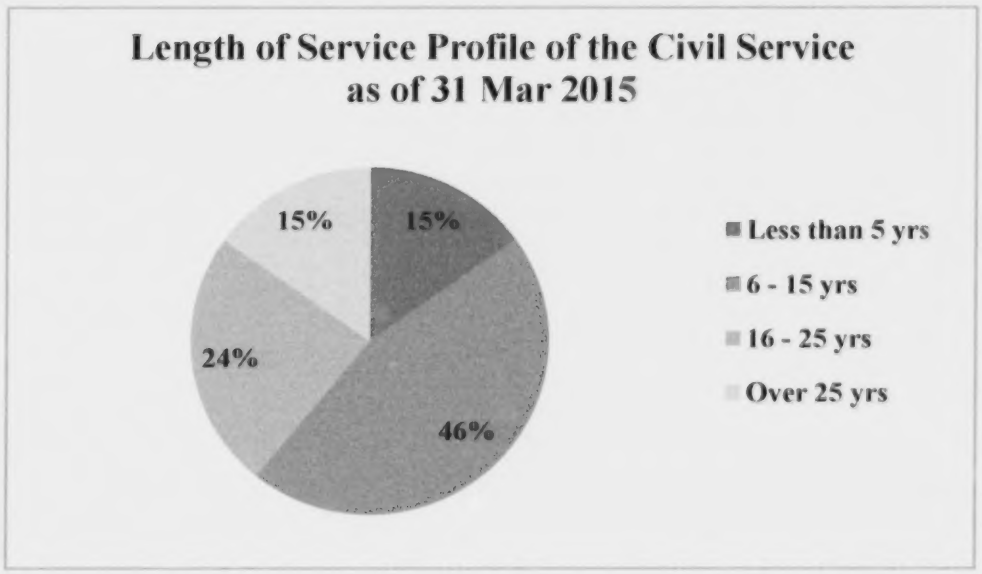
4. Opportunities and Challenges

This fiscal year was one of significant accomplishments in terms of strengthening the human resources infrastructure throughout the civil service. The implementation of upgrades to the HRMS (PeopleSoft) and the building of a fully centralized HR delivery model set the foundation for the execution of the PSC Business Plan over the next three years.

The dynamic civil service working environment presents both challenges and opportunities in the implementation of the PSC plan. Three critical environmental factors that may both determine and influence PSC programs and services over the next fiscal year include the aging workforce, fiscal realities and the increasing requests for services.

The civil service is an aging work force. For the fiscal year ending March 31, 2015, 51 % of the work force was over fifty years of age, while within the PSC itself, 52 % are over fifty.





Given the expected retirements which will include managers and senior leaders, it will be critical to ensure that the capacity of the civil service is not impacted in the delivery of programs and services.

The very nature of public service is changing due to the information age as well as the increasingly complex nature of the socio-economic environment which impacts the needs and demands of the public for service. In addition, Prince Edward Island is experiencing a rapid growth of immigration. Client demand for services is increasing in volume and changing in nature. Clients' requests are requiring a specialized response on a more frequent basis, rather than the traditional, standardized "one-size-fits all" approach to service delivery.

Given this context, looking ahead to 2015-2016, the following activities will be at the forefront of the PSC work:

- identifying the critical plan priority activities for each division and articulating work plans for PSC employees;
- focusing on HR planning including knowledge transfer strategies and the articulation of viable succession planning strategies, recognizing the unionized environment and collective agreements;
- conducting the employee survey to measure engagement within the civil service;
- identifying and coordinating the provision of the most strategic learning and development opportunities to support leadership, management and succession planning; determining the most effective methods for supporting and enhancing the health of employees as well as safe work places; and
- providing reliable and accurate human resources information in a timely fashion

5. Appendices

5.1 *PSC Business and Human Resource Plan (2015 – 2017)* Indicators, Data Source, and Baseline Date Table

Goal	Progress Indicators	Data Source	Baseline Date
Improved capacity (skilled, knowledgeable and engaged employees) of the Civil Service to deliver government's programs and services	1. Percentage of employee survey respondents who self-identify with the four designated diversity groups	Civil Service Employee Survey	November 2012
	2. Percentage of employees that identify as being bilingual	HRMS(Peoplesoft)	2013-2014
	3. Number and percentage of bilingual positions in the Civil Service	HRMS(Peoplesoft)	2013-2014
	4. Percentage of employees who access bilingual training and development opportunities	HRMS(Peoplesoft)	2013-2014
		Training and Development (T&D) Fund Database	2013-2014
		College l'acadie Report(s)	2013-2014
	5. Percentage of external hires	HRMS(Peoplesoft)	2013-2014
	6. Percentage of permanent employees under the age of 35 years	HRMS(Peoplesoft)	2013-2014
	7. Percentage of employees who agree they have opportunities for career growth	Civil Service Employee Survey	November 2012
	8. Percentage of new permanent employees that stay over two years with the Civil Service	HRMS(Peoplesoft)	2013-2014
	9. Percentage of appointments to senior management positions (director level and higher) from within the Civil Service	HRMS(Peoplesoft)	2013-2014
	10. Percentage of employees who report that they have completed a Performance Management Plan within the past two fiscal years	HRMS(Peoplesoft)	2013-2014
	11. Overall employee engagement index for the Civil Service	Civil Service Employee Survey	November 2012

Goal	Progress Indicators	Data Source	Baseline Date
Improved employee and leadership development	1. Percentage of employees who have discussed a learning plan with their immediate supervisor	Civil Service Employee Survey	November 2012
	2. Number of employees who have completed Leadership/Manager learning opportunities that are provided through the PSC	HRMS(Peoplesoft)	2013-2014
	3. Percentage of employees who agree their manager provides regular feedback on their performance	Civil Service Employee Survey	November 2012
	4. Percentage and number of employees who have registered for PSC funded learning opportunities by learning category (eg. French language training, labour relations training, cultural diversity training, etc.)	HRMS(Peoplesoft)	2013-2014
		College l'acadie Report(s)	2013-2014
		Labour Relations Provider	2013-2014
		PSC Diversity Management Records	2013-2014
		PSC OH&S Records	2013-2014
	5. Percentage and number of employees that received funding from Employee T&D Funds	T&D Fund Database	2013-2014

Goal	Progress Indicators	Data Source	Baseline Date
Improved employee and workplace health, safety, and well-being	1. Percentage of employees who agree that they have support at work to balance work and personal life.	Civil Service Employee Survey	November 2012
	2. Average Leave utilization rates (days)		
	a. Sick Leave - Unpaid	HRMS(Peoplesoft)	2013-2014
	b. Sick Leave – Paid (including Medical Appointments	HRMS(Peoplesoft)	2013-2014
	Special Leave: c. Serious Illness in Family (Art. 24.14b)	HRMS(Peoplesoft)	2013-2014
	Special Leave: d. Illness in Family (Doctor's Statement)	HRMS(Peoplesoft)	2013-2014
	Special Leave: e. Illness in Family (Art. 24.13 (a)(1))	HRMS(Peoplesoft)	2013-2014
	Special Leave: f. Travel Family Medical (Art. 24.13(a)(2))	HRMS(Peoplesoft)	2013-2014
	3. Usage of the Employee Assistance Program(EAP)	EAP Database	2013-2014
	4. Number of Days lost to Workers Compensation Board (WCB) claims	HRMS(Peoplesoft)	2013-2014
		WCB Reports	2013-2014
	5. Number of WCB Claims	HRMS(Peoplesoft)	2013-2014
		WCB Reports	2013-2014

Goal	Progress Indicators		Data Source	Baseline Date
Improved human resource legislation, policies, processes and practices	1. Average time to hire (days)	a. Civil	HRMS(Peoplesoft)	2013-2014
		b. Health PEI	HRMS(Peoplesoft)	2013-2014
	2. Average classification file turnaround time (working days)	a. Vacant Positions	Classification Database	2013-2014
		b. Encumbered Positions	Classification Database	2013-2014
	3. Total number of pay cheques produced		HRMS(Peoplesoft) as of October of given year	2013-2014
	4. Total number and percentage of "off cycles" produced (pays outside of normal pay schedule)		HRMS(Peoplesoft) as of October of given year	2013-2014
	5. Total number and percentage of overpayments for total cheques produced		HRMS(Peoplesoft)	2013-2014
	6. Level of client satisfaction with PSC services		PSC Client Satisfaction Survey	2013

5.2 PSC Budget

PSC Expenditures and Revenue			
Division	**Unaudited Actual 2014/15**	**Budget Forecast 3rd Quarter 2014/2015**	**Budget Estimate 2014/2015**
Expenditure Budget			
Management	$ 234,700	$ 239,000	$ 234,500
HR Management and Labour Relations	$ 3,535,700	$ 3,570,400	$ 3,636,800
Staffing, Classification, and Organizational Development	$ 2,479,600	$ 2,510,400	$ 2,588,600
Administration, Corporate HRMS, and Payroll	$ 973,900	$ 986,000	$ 1,085,900
Total PSC Expenditures	**$ 7,223,900**	**$ 7,305,800**	**$ 7,545,800**
Revenue Budget			
Management	$ 0	$ 0	$ 0
HR Management and Labour Relations	$ 0	$ 0	$ 0
Staffing, Classification, and Organizational Development	$ 665,900	$ 625,900	$ 620,200
Administration, Corporate HRMS, and Payroll	$ 1,000	$ 0	$ 0
Total PSC Revenue	**$ 666,900**	**$ 625,900**	**$ 620,200**

5.3 Overview of the PEI Civil Service

5.3.1 Civil Service Establishment

As of March 28, 2015

Division	Exec Division	Classified Division								Casual Division	Total All Divisions
Department/Agency		Employees					Vacant Positions				
		FT	EXL FT	PT	EXL PT	Total	FT	PT	Total	Total	
Agriculture & Forestry	1	108	6	17	0	131	11	8	19	29	180
Communications PEI	1	26	17	1	0	44	5	0	5	12	62
Innovation & Advanced Learning	2	55	7	1	0	63	4	0	4	8	77
Education & Early Childhood Development	1	38	7	0	0	45	3	0	3	24	73
Employment Development Agency	0	2	0	0	0	2	0	2	2	1	5
Executive Council	6	7	10	0	1	18	4	0	4	11	39
Environment, Labour & Justice	3	309	64	48	0	421	21	4	25	97	546
Fisheries, Aquaculture & Rural Development	1	60	6	6	0	72	9	0	9	15	97
Health & Wellness	1	41	13	4	0	58	7	0	7	10	76
Liquor Control Commission	1	85	4	42	0	131	15	12	27	88	247
Finance, Energy & Municipal Affairs*	1	81	30	1	1	113	26	2	28	19	161
Public Service Commission	1	16	61	0	1	78	0	0	0	10	89
Community Services & Seniors	1	257	32	20	0	309	20	1	21	70	401
Tourism & Culture**	1	78	7	95	0	180	8	17	25	82	288
Transportation & Infrastructure Renewal	1	301	19	156	0	476	41	56	97	171	745
Treasury Board Secretariat	1	204	50	2	0	256	29	0	29	41	327
Total March 28, 2015	23	1668	333	393	3	2397	203	102	305	688	3413
Total March 29, 2014	18	1702	327	401	2	2432	204	92	296	637	3383
Difference	5	-34	6	-8	1	-35	-1	10	9	51	30

Legend: FT = Full-time EXL FT = Excluded Full-time PT = Part-time EXL PT = Excluded Part-time

* includes Energy Corporation
** includes Tourism PEI

5.3.2 Age Profile – Classified Division

Full-time and Part-time
As of March 31, 2015

Age	Male	Female	Total	Percentage of Total (%)
Under 25	1	3	4	0.2
25 – 29	22	55	77	3.2
30 – 34	70	95	165	6.9
35 – 39	99	155	254	10.6
40 – 44	160	166	326	13.6
45 – 49	176	178	354	14.8
50 – 54	208	237	445	18.5
55 – 59	240	204	444	18.5
60 – 64	124	99	223	9.3
Over 65	68	37	105	4.4
Total	**1168**	**1229**	**2397**	**100.0**
Average Age	**50.4**	**47.9**	**49.1**	

5.3.3 Length of Service Profile – Classified Division

Full-time and Part-time
As of March 31, 2015

Years of Service	Male	Female	Total	Percentage of Total (%)
< 2	35	32	67	2.8
2 – 5	130	165	295	12.3
6 – 10	217	255	472	19.7
11 – 15	337	288	625	26.1
16 – 20	151	193	344	14.3
21 – 25	122	109	231	9.6
26 – 30	98	119	217	9.1
31+	78	68	146	6.1
Total	**1168**	**1229**	**2397**	**100.0**
Average Years of Service	**15.7**	**15.1**	**15.4**	

5.3.4 Separations – Classified Division

As of March 31, 2015

Reason	Male	Female	Total
Retirement	38	53	91
Resigned	11	11	22
Dismissed	0	0	0
Deceased	4	2	6
Lay-off	2	4	6
Transferred to Affiliate (Health)	1	6	7
Total	**56**	**76**	**132**

5.3.5 Departmental Profiles – Classified Division

Full-time and Part-time
As of March 31, 2015

Department / Agency	Male	Female	Total
Agriculture and Forestry	76	55	131
Communications PEI	18	26	44
Innovation and Advanced Learning	10	53	63
Education and Early Childhood Development	10	35	45
Employment Development Agency	2	0	2
Executive Council	1	17	18
Environment, Labour and Justice	204	217	421
Energy PEI	1	1	2
Fisheries, Aquaculture and Rural Development	18	54	72
Health and Wellness	14	44	58
Liquor Control Commission	65	66	131
Finance, Energy and Municipal Affairs	49	62	111
Public Service Commission	9	69	78
Community Services and Seniors	68	241	309
Transportation and Infrastructure Renewal	398	78	476
Treasury Board	150	106	256
Tourism and Culture	75	105	180
Total	**1168**	**1229**	**2397**

5.4 PSC Programs and Services Activity Reports

5.4.1 Staffing Statistics

Staffing Process Information	Civil Sector	Health Sector	Total
COMPETITIONS			
Internal	328	2,216	2,544
External	34	8	42
Internal and External	6	76	82
Total Competitions	**368**	**2,300**	**2,668**
APPLICANTS	**5,096**	**27,533**	**32,629**
APPOINTMENTS			
Permanent	205	1,075	1,280
Temporary and Casual	118	1,285	1,403
Total Appointments	**323**	**2,360**	**2,683**

5.4.2 Classification Statistics

Classification Process Information	Number
REVIEWS COMPLETED (by Sector)	
Civil Service	233
Health PEI	166
School Boards	5
Other (IRAC)	**1**
Total Reviews Completed	**405**
REVIEW REQUESTS RECEIVED	**382**
AVERAGE TURNAROUND TIME (expressed in working days)	
Vacant Positions	32
Encumbered Positions	141

5.4.3 Learning and Development Report

The following table presents the learning and development opportunities that were planned and funded by the Public Service Commission during the 2014-2015 fiscal year.

Learning and Development Opportunity		2014-2015
Sessions About Working in Government	Number of Internal Subject Matter Experts/Learning Facilitators	46
	Number of External Subject Matter Experts/Learning Facilitators	6
	Number of Sessions on Working in Government	65
	Number of Topics for Sessions on Working in Government	26
	Number of registrations processed	755
Insights Discovery Profiles	Insights Profiles Processed (Internal facilitators)	195
Customized Training	Number of Departments funded for Customized Training	11
	Number of Departmental Customized Training Sessions Delivered	28
	Number of Corporate Specialized Training Opportunities	2
Occupational Health and Safety	Number of Participants	349
	Number of Formal Training Sessions	14
Employee Assistance Program	Number of Sessions delivered on Request	32
Diversity and Cultural Training	Number of employees participating in sessions	206
Labour Relations Training	Number of Registrations	407
	Number of Courses Offered	20
Specialized Program Cohorts	Number of Participants in New Managers/Supervisors Program	20
	Number of Participants in Performance Conversation Skills Program	21

Learning and Development Opportunity		2014-2015
Retirement Planning Program	Retirement - Financial (External)	96
	Retirement - Benefits - One Internal and One Federal Public Service Resource	184
	Retirement - Transitions	121
French Language Training- College Acadie Î.-P.-É.	Number of Participants	191
	Number of Courses Offered	58
Using Technology Effectively	Registrations	260
	Number of Conference Board of Canada Downloads	487 (Value = $308,022)

5.4.4 Employee Training and Development Funds Applications Summary

Application Status	Unionized Fund	Excluded Fund	Total
Applications Approved	420	156	576
Applications Denied	29	1	30
Applications Withdrawn	81	17	98
Applications Ineligible	6	0	6
Lack of Funds	0	25	25
Total Applications	**536**	**199**	**735**

5.4.5 Diversity and Cultural Awareness Training Statistics

Year	Number of Participants
2009 -2010	133
2010 – 2011	627
2011 – 2012	215
2012 – 2013	51
2013 – 2014	72
2014 - 2015	206
TOTAL (as of April 2015)	**1304**

5.4.6 Employee Assistance Program (EAP) Usage Report

EAP Information		2014 – 2015
Contacts with Employees, Families, & Employers		2,099
Files	Number of New Counseling Files	499
	Number of Closed Counseling Files	353
Referrals	Percentage of Self-Referrals	70%
	Percentage of Other Referrals (e.g. Employer, family, friend, etc)	30%
Client Gender	Percentage of Female	75%
	Percentage of Male	25%
Group Sessions	Number of Sessions Offered	29
	Total Number of Participants	2,451

5.4.7 Occupational Health and Safety Statistics

Services provided to individual departments for April 1, 2014 to March 31, 2015 by Public Service Commission, Occupational Health and Safety Section

Department / Agency	Training	Workplace Inspections	Indoor Air Quality Tests	Noise Level Testing	Hearing Tests	Ergonomic Assessments	WCB Claims	LTD Claims Approved
Agriculture and Forestry	38	2	0	0	52	7	14	0
Community Services and Seniors	42	2	0	0	0	22	21	1
Education and Early Childhood Development	0	0	0	0	0	16	2	0
Environment, Labour and Justice	20	1	0	0	0	21	18	4
Executive Council	0	1	0	2	0	2	2	1
Finance, Energy and Municipal Affairs	7	0	0	0	0	15	4	1
Fisheries, Aquaculture and Rural Development	2	0	0	0	13	1	2	0
Health and Wellness	1	0	0	0	0	5	2	0
Health PEI	0	0	0	0	0	0	0	0
Innovation and Advanced Learning	7	0	0	0	0	6	4	0
Legislative Assembly	0	0	0	0	0	0	0	0
Liquor Control Commission	11	2	2	2	0	0	16	1
Public Service Commission	3	2	0	0	0	12	5	0
Tourism and Culture	59	1	1	0	46	3	15	1
Transportation and Infrastructure Renewal	154	16	0	0	34	4	90	4
Others	5	0	0	0	0	2	0	0
TOTAL	**349**	**27**	**3**	**4**	**145**	**116**	**195**	**13**